

MAXIMIZING THE BENEFITS OF INTERAGENCY COORDINATION: REDUCING DUPLICATION AND IDENTIFYING OPPORTUNITIES FOR EXPANDED COOPERATION

Overview of Current Efforts

A hallmark of the Fenty Administration is its commitment to operating the District government with the practical efficiency of a business. Interagency coordination is integral to this aim. District agencies must share human, capital, and financial resources in a manner that leverages residents' tax dollars and other investments so that they are most beneficial to the citizens and meet their intended goals.

Already in the District, staff and administrators collaborate across agency lines for the benefit of children and youth. These interagency efforts include providing critical family services, maintaining orderly streets, and offering enrichment activities for children. The Administration is committed to enhancing this collaboration through the development of a strategic vision, shared goals, explicit communication within and across agencies, and a clear accountability mechanism. This District-wide, youth-focused strategy will reduce duplication of efforts and maximize the time spent in implementing programs.

Upon review of current interagency program initiatives and capital projects, the Administration has established the following priorities for streamlining collaboration along the educational continuum for children, youth, and adults. See Appendix A for a list of existing interagency program initiatives or workgroups. See Appendix B for a list of interagency capital projects and shared facilities.

2008 Interagency Priorities

Program Coordination

- **School-based Health and Mental Health**

District children and youth deserve high-quality, accessible health care. A lack of proper healthcare is a barrier to education; healthy students are in school more, and are able to get the most out of their time there. By bringing a range of physical and mental health services to schools, we are meeting students where they are to ensure they connect with necessary preventative care and treatment. The Department of Health and the Department of Mental Health will continue working with DC Public Schools to expand these efforts and make the vision of fully accessible health care a reality for students most in need.

- **Truancy Reduction**

Through the Interagency Truancy Taskforce, District agencies will continue working with the DC Family Court to coordinate, monitor, evaluate, and expand citywide truancy reduction efforts at the elementary, middle, and high school levels. The current taskforce structure has led to system-wide policy solutions, decreased truancy at the elementary school level, and resulted in unprecedented collaboration across multiple agencies to pilot truancy court and home-visiting interventions at several middle schools. Moving forward, the taskforce should focus on scalable solutions that maximize the impact of truancy reduction initiatives across grade levels.

- **Reconnecting Disconnected Youth**

In 2000, there were over 11,000 youth between the ages of 16 and 19 years old who were neither working nor in school. These youth reflect a population often disconnected from supportive families, communities, and service systems. Building upon lessons learned from sister city efforts in Boston, New York, and Portland, Oregon, key youth-serving agencies will implement data-driven interventions to re-engage this population. These efforts will build upon current existing efforts targeted at segments of this population, including youth who have dropped out of school, parenting teens, homeless teens, and youth transitioning from the child welfare and juvenile justice systems.

- **Out-of-school Time Programs – Year-round and Summer**

Currently, 18 government agencies support out-of-school time (OST) programs for youth and young adults. Programming is provided across the city by over 350 organizations. Due to the overlapping goals and benefits of such programs (e.g. academic enrichment, workforce development, juvenile delinquency prevention, substance abuse prevention, teen pregnancy prevention, leadership development, etc.), many agencies are responsible for supporting OST programs and utilize multiple funding criteria and evaluation mechanisms. Increased coordination of these programs, as detailed in a related 100-day goal report, will lead to broader options for District youth and parents, more strategic location of programs, and greater maximization of resources spent by all agencies.

- **Adult Literacy and Workforce Development**

Though the needs of adult education learners differ across the learning spectrum, significant overlap exists between the work of adult literacy-focused initiatives and workforce development efforts. This relationship reflects the long-term goal of adult education efforts to support residents in becoming productive,

contributing citizens. The entities charged with developing policy, program, and budget recommendations for these two areas should increase their level of communication and coordination.

Action step to facilitate program coordination:

- Streamline current interagency working groups and initiatives to reduce duplication and ensure programmatic coordination.
- Align interagency groups with the six citywide goals for children and youth through the Interagency Collaboration and Services Integration Commission (ICSIC) structure.

Capital and Facility Coordination

In 2004, the Brookings Greater Washington Research Program and the 21st Century School Fund released a three-part report commissioned by the city examining interagency facility and capital coordination. The report highlighted the work of seven cities and the US General Services Administration. It was written to help inform the city's program coordination and capital planning process and to assist in the development of a Master Facilities and Program Coordination Plan. Common themes emerged across effective interagency planning efforts. Among other qualities, these jurisdictions demonstrated:

- Strategic vision and leadership that put specific projects in the context of broader goals;
- Sufficient staff resources and time dedicated to coordinated capital planning;
- Communication between and within agencies; and
- A formal process for sustained public engagement to align neighborhood needs with facility usage.

These cities organized their planning process around two dominant models: 1) the community school model, which integrates social services into the school for easier access by children and families and 2) co-location or joint use of schools to maximize the use of excess school space and increase neighborhood services. Both of these models and key themes are represented in the DCPS Master Facilities Plan. The Administration is working to accelerate the utilization of our schools for our students and the wider community. Implementation of the Public Education Reform Act of 2007 will aid the establishment of schools as centers of community. The streamlined governance structure better enables officials to fully integrate the school system into the broader capital budgeting and facilities planning process. In particular, we have identified four priorities requiring collaboration across multiple agencies to better serve students and families.

- Early care facilities

Quality early childhood programs form the basis for later academic and social success for children. The pre-school and pre-kindergarten programs within DCPS cannot meet the overall need for these programs, in particular for care for infants and toddlers. The high cost and relative scarcity of physical facilities for such programs act as barriers to expanding early childhood programs. The Administration places a high value on early childhood education and expanding the programs available to young children. To advance this expansion, the Administration strongly encourages prioritization of early childhood facilities when making co-location decisions in accordance with the Master Facilities Plan. Locating early childhood facilities in elementary schools creates a pipeline to direct students to public schools. Locating infant and toddler care in high schools provides a service that will allow young mothers to remain in school. More extensive recommendations are outlined in a related 100-day goal report.

- Athletic facilities

In order to offer state-of-the art athletic facilities for our students and the community, the school system, the Department of Parks and Recreation, the Sports and Entertainment Commission, and the Mayor's Office will continue to work with the private sector to leverage resources for the renovation of current facilities and development of new sites. As an initial demonstration of this strategy, the Mayor is pleased to partner with the Fannie Mae Foundation, which is investing \$10 million in the school system, including nearly \$4 million in athletic facility renovations. In addition to more traditional facilities, the administration will also explore the cost feasibility and potential benefits of a central sports complex offering indoor swimming, a competitive indoor track, and outdoor tournament capabilities.

- School-based health services

In support of the program coordination explained above, the administration will prioritize increased utilization of school space for health suites and the provision of health services. Planning will place an emphasis on schools located in communities with the most demonstrated health access needs.

Action steps to support capital and facility coordination:

- Explore the development of a city-wide Master Capital Plan, highlighting new projects and planned renovations across all agencies including public schools without slowing existing projects already underway.

- Establish more consistent criteria for capital budgeting, giving priority for projects that serve multiple programmatic needs.
- Designate lead staff to manage capital budget review process and coordinate Technical Review Team meetings.
- Continue identification of private and non-profit funders to make meaningful investments in parks and schools.
- Establish centralized regulations and regulatory authority to support function of school-based health centers.

Moving Forward

In the coming months, the Mayor, City Administrator, and Deputy Mayors will support agencies in working together more effectively to achieve greater outcomes for children and families in the priorities areas outlined above along with all of the critical services and supports provided to residents every day. Through shared goals for children and youth, a shared accountability mechanism (ICSIC), and timely communication and data sharing, agencies will be empowered to deliver services creatively and collaboratively. The Interagency Collaboration and Services Integration Commission provides a vehicle to monitor implementation of these priorities and other coordination efforts.

Appendix A:
Selected Education and/or Youth-focused Interagency Working Groups and Initiatives

Note: List accurate as of June 11, 2007. Groups and initiatives listed below are staffed by both public and private agency partners. Those convened by private agencies have been included due to significant public agency participation.

Working Group/Initiative	Purpose	Members
Mayor's Interagency Task Force on Substance Abuse Prevention, Treatment, and Control	Established by executive order in 2001 to coordinate substance abuse policy and data collection and to support APRA's annual DC Drug Summit (2005 & 2006). Includes a focus on youth substance abuse prevention and treatment.	Co-Chairs: MPD, APRA DOH; OCA; FEMS; School Board; DHS; DMPED; DCPS; OCC; DMH; CSOSA; US Attorney's Office; DCPS; Mayor's Office of Health Policy; CJCC; DOC; Howard U.; community-based service providers; Carnevale Assoc. (contractor)
Grants Planning Committee	To more strategically align criminal/juvenile justice-focused grants with priorities.	CJCC, CYITC, JGA, DCSC, USAO, PDS, MPD, DYRS, OPGD, ONS
Grants Planning Committee-Evidence Based Practices Subcommittee	To promote grant award decisions that favor programs that have been validated through research.	CJCC, CYITC, JGA, DCSC, USAO, PDS, MPD, DYRS
Juvenile Detention Alternatives Initiative (JDAI)	Through a foundation grant, DC is adopting the JDAI model to appropriately divert adjudicated youth.	BOP, CSOSA, DOC, DCDC, DCSC, PSA, OAG, USAO, USPC, US Marshals Service, PDS, DYRS, MPD
Partnership for Success	As a program affiliated with the Mayor's Effective Youth Development Strategy, PFS focuses resources and supports on 50 youth who are considered the most at-risk.	MPD, DYRS, CSS, DPR, DOES, DMH, JGA, Peaceholics, Alliance of Concerned Men, Parklands Community Center
Reentry Initiative	Supports the development and implementation of an Action Plan that guides the Comprehensive Reentry Strategy for Adults and Juveniles in the District of Columbia.	Co-Chair: CSOSA Members: CJCC, CSOSA, BOP, DC Jail, DMH, DOH (APRA & HIV/AIDS), MPD, DOES, OAG (Child Support Division), DCSC
Wraparound / Interagency Collaborative Team	Facilitates cross-agency collaboration, blended funding, and joint planning for clients shared by multiple human services agencies.	Convener: DMH Members: CFSA, DYRS, DOH/APRA

Truancy Task Force	Interagency taskforce that coordinates citywide truancy reduction initiatives at all grade levels. Oversees middle school pilot projects funded partly by Youth Development Strategy.	Co-chairs: BOE and DCSC Family Court Other members: DCPS, OAG, PDS, CSS, DYRS, CYITC, Collaboratives
Health Information Response Team (HIRT)	Provide more accurate picture of youth violence in DC through improved data collection and analysis of injury and violence in DC including incidence and prevalence of violence in targeted geographic areas.	Convener: DOH DCPS, OCME, MPD, community providers
Reconnecting Disconnected Youth Initiative Includes Executive Steering Committee, data subcommittee, and best practices subcommittees	New initiative focused on reengaging youth who are disconnected from service systems and families (i.e. dropouts, youth transitioning from DYRS, CFSA, homeless, etc.).	Chair: DME DYRS, CFSA, DMH, CJCC, SEO, DHS, CYITC, local & national foundations, Georgetown University
Interagency Summer Planning Team	Group conducts annual planning and coordination of citywide summer activities including matching programs with school facilities, publishing summer program guide, and standard evaluation.	Convener: CYITC DCPL, SEO, DCPS, DOH, DHS-ECEA, DPR, DOES, community providers
Project My Time (Wallace Initiative) Technical Advisory Group	Three year, \$8 million initiative to improve the quality and infrastructure of DC's out-of-school time system. Initially targeted at middle schools where data shows school disengagement is great, the three pilot sites are Hart, Kelly Miller, and Lincoln. System improvement efforts include development of program standards and accreditation, provider training, and creation of database to match youth to OST programs.	Convener: CYITC DCPS, DCPL, DPR, DOES, OCTO, DHS, DHS - ECEA, SEO, national and local advocates, local youth service providers, foundations
Safe Schools/Healthy Students Initiative Steering Committee	Three year, \$2.9 million multi-agency collaboration began in Oct 2005 to pilot school-based prevention and early intervention, mental health services, and short term treatment in public charter schools.	Convener: Center for Student Support Services (CBO) DC PCSA, CFSA, DMH, DYRS, MPD, Trust

Youth Development Plan Executive Committee	Established by the FY07 Budget Support Act of 2006 to coordinate the initiatives of the Effective Youth Development Strategy and align public investments in youth programs and services with six goals established in the FY07 Children's Budget.	OCA, CYITC, DCPS, DOH, CFSA, MPD, DYRS, DPR, CSS, Collaboratives, DC Council, youth, youth advocates, foundations
Interagency Council on Homelessness Includes Youth subcommittee	Oversees implementation of Homeless No More initiative and provides policy guidance on homeless services.	Chair: CA Members: DHS, DMH, CFSA, DHCD, DOH, DCHA, DOC, DOES, DCPS, EMA, OPM, MPD, as well as CBOs, advocates and previously homeless individuals
Child Fatality Review Committee	Provide child death reviews, service gap analyses, public education, and policy recommendations and produce annual and statistical reports.	Convener: OCME All agencies as needed.
Juvenile Justice Advisory Group (JJAG)	State level advisory body in accordance with federal Juvenile Justice & Delinquency Prevention Act (JJDP); JJAG ensures DC compliance with JJDP regulations, develops 3-year plan, provides policy recommendations, and establishes priorities for federal juvenile justice funds.	DCSC, OAG, USAO, PDS, DYRS, MPD, DCPS, youth-serving CBOs, UDC, DC Council (Judiciary Committee)
Safe Schools Initiative	The initiative brings together public agencies and nonprofit partners to ensure student safety in school and on the way to and from school. It has two components: 1) Safe Routes focuses on heavily traveled streets that students use to walk to school. 2) Violence-free zones put young adults and students together to diffuse situations at school before they lead to violence. VFZ are being piloted at Johnson JHS and Anacostia SHS.	OAG, DCPS, MPD, CBOs (Center for Neighborhood Enterprise, East Capital Center for Change, Peaceoholics)
Adult Literacy Council	The Council provides guidance and makes recommendations to the Mayor and Council of the District of Columbia on adult education policies and maintains support for an adult education system in the District.	Co-chairs: DME, business leader Members: DC Council, SEO, UDC, DCPS, DCPL, DOES, DHS, OLA, businesses, and CBOs
DC Workforce Investment Council (DCWIC)	The DCWIC is responsible for developing a five-year strategic workforce investment plan for the District. The plan encourages the fostering of regional partnerships and support from surrounding jurisdictions, assessing the effectiveness of local and regional workforce investment activities,	DOES, DMPED, DCPS, UDC, DOC, DHCD, DCHA, DHS, businesses, higher education institutions, and CBOs

	and assisting local and regional employers in meeting hiring needs.	
DCWIC Youth Investment Council	The primary focus of the DCWIC Youth Investment Council is the creation of a "youth development system" that will involve District youth, DC government agencies, youth service providers, contractors, and parents.	DOES, DYRS, UDC, CSOSA, DC Council, DCPS, CYITC, DCPCSB, DC BOE, DOC, businesses, CBOs
DCWIC Education Committee	Develop strategies for improving and expanding education and training opportunities for all residents.	DOES, DCPS, ODME, UDC, higher education institutions, businesses, and CBOs
Mayor's Advisory Committee on Early Childhood Development (MACECD)	Established in 1979, MACECD advises the Mayor on early care and education programs and the implementation of related federal requirements. It holds public hearings, recommends program upgrades, and reviews legislation, state plans, and proposed policies.	DHS, DCPS, DOH, DCPL, DPR, DMH, UDC, CBOs
MACECD Out of School Time Subcommittee	To examine promising practices and improve the quality of out-of-school time programming in the city.	DPR, DHS, DCPS, UDC, CYITC, and youth service providers/CBOs
Mayors Advisory Committee on Child Abuse and Neglect	To identify, coordinate, and improve services for neglected and abused children; conduct community outreach; analyze existing and proposed laws and make policy recommendations; and serve as a multidisciplinary task force for the Children's Justice Act grant.	Convener: DC Children's Trust Fund (CBO) CFSA, CBOs
State Advisory Panel on Special Education	The panel provides guidance on special education and related services for children with disabilities as required by the Individual with Disabilities Act	DCPS, DCPCS, CFSA, UDC, DMH, DOH, DDDS, DHS, DOC, DYRS, parents, higher education institutions, hospitals, businesses, CBOs
Breakthrough Series Collaborative	A Casey Family Programs-sponsored initiative bringing stakeholders together to improve educational continuity and school stability for children in out-of-home care.	CFSA, DCPS, DCSC Family Court, community representatives
Double the Numbers Coalition	Building from the research and report completed by the Bridgespan Group, the coalition is working to double the numbers of DC high school students successfully completing college. Sample strategies include public awareness, secondary school reform, addressing the needs of struggling and out-of-school youth, professional development for teachers, P-16 data tracking, and support for college retention.	DCPS, DCPCS, SEO, ODME, CYITC, DC-CAP, DCEC, College Success Foundation, foundations, college and university consortium, CBOs

Appendix B: Selected Interagency Capital Projects

Site	Ward	Partners *Lead partner in bold	Project Description
Walker-Jones Educational Center	6	DCPS, ODMPED, DPR, DCPL, DOH	As part of the New Communities initiative in NW1, Walker-Jones will be rebuilt in a new location aligning other community redevelopment including a library, recreation center, health clinic, and housing.
Savoy Elementary School	8	DCPS, Thurgood Marshall PCS, DPR	Multi-purpose space being constructed that will adjoin the school to be used by Savoy, Thurgood Marshall PCS, and the community.
Turner Elementary School	8	DCPS, DPR, DCPL	Beginning design of new school building with adjoining library and recreation center. Funds have not yet been identified for library and recreation center construction.
Stoddert Recreation Center	3	DPR , DCPS	Recreation center being built adjacent to existing Stoddert Elementary School. Center will include classroom space, school library, computer lab, gymnasium, multi-purpose room, and early child care center. The site will also have underground parking. In final design phase. Fall construction expected.
Fletcher-Johnson Educational Center	7	DCPS , DCHA	Public/private partnership development with DCHA to redevelop site to include a new school facility in conjunction with Marshall Heights development efforts.
Shadd Elementary School	7	DCPS , DCHA	PPDP with DCHA to redevelop site to include a new school facility in conjunction with the Capital Gateway Hope IV development efforts.
Deanwood	7	DPR , DCPL	New 57,000 sq ft. facility will house an indoor pool, a full library, day care center, and a recreation center. In final design phase. Fall construction expected.
Wilson Aquatic Facility	3	DPR , DCPS	Existing aquatic facility at Wilson SHS to be demolished and rebuilt. New facility will include 25 X 50 meter competition pool, wellness/leisure pool, adult whirlpool, spectator seating, locker rooms, and administrative areas. Fall construction expected.